

Workplan

PROTECT-Oklahoma County

Partnership for Reintegration of Offenders Through Employment and Community Treatment in Oklahoma County

The workplan that follows incorporates clarifications to the original application narrative. Clarifying language is indicated in **boldface** throughout the updated workplan.

1. Problems to be Addressed

PROTECT represents a coalition of state and community agencies with shared interest in improving the safety of Oklahoma County, Oklahoma. The coalition partners recognize that young offenders returning to the community from a period of incarceration pose a potentially significant risk to the future safety of the citizens throughout our nation. Because recidivism rates are high among young offenders, the partners are in agreement that a program focused at lowering that rate among the young offenders who are assessed to be at the highest risk of re-offending has the potential to reduce the recidivism rate thereby enhancing future public safety.

2. Goals and Objectives

The partnership agrees on the following program goals:

1. To reduce recidivism of high-risk young offenders returning to Oklahoma County from the Oklahoma Department of Corrections by creating and implementing an aggressive individually-based comprehensive plan which includes major components: housing, life skills, employment/education, mental health and substance abuse services.

2. To begin reentry at entry into the Department of Corrections by conducting assessment of risk/need and developing an individual case plan for the offender's incarceration.
3. To provide long-term employment for skilled young offenders and short-term employment and skills training to enable the unskilled to achieve stable employment.
4. To initially provide immediate short-term housing and develop long-term housing in an environment conducive for success to high-risk young offenders returning to Oklahoma County.
5. To insure every released high-risk young offender receives appropriate mental health and substance abuse services as needed.
6. To develop an effective pilot reentry program that can serve as a model of state and local community partnership to address employment, substance abuse, mental health, housing, and transportation issues facing incarcerated high-risk young offenders returning to local communities in Oklahoma.
- 7. To insure the seamless coordination of existing services provided by or available through the partners eliminating unneeded duplication and fillings gaps to insure the broadest range of seamless services to address crimonogenic needs of high-risk offender returning to Oklahoma County from incarceration.**

The narrative that follows describes the approach the partners will use to implement the program using the current knowledge of successful reentry strategies.

3.Target Population/High Risk Offenders

The target population will include young offenders age 18 to 35 being returned to Oklahoma County after incarceration for more than twelve months in the Oklahoma Department of Corrections. During the period 1995 to 1999, 63% of released offenders were 18 to 35 years of age. The recidivism rate based on return to prison within three years of release for offenders 18-35 was 24.3% compared to 19.9% for those over 35. From within that age group the partners will specifically target those offenders who are highest risk utilizing the objective assessment instrument currently used by Oklahoma Department of Corrections, the Level of Services Inventory (LSI-R). **The LSI-R is a risk assessment instrument that predicts which offenders are most likely to recidivate. The offenders most likely to re-offend are considered to be serious offenders. Treating and monitoring offenders that are at the highest risk for re-offending is a protection to the public. Included in the target population are sex offenders who may score lower on the risk instrument but are considered violent offenders.** The impact of Truth-in-sentencing laws has resulted in continuing high percentages of offenders being released without subsequent parole or probation supervision. Accordingly, the partners will target all young offenders aged 18 to 35 who are identified as high-risk using the LSI-R **including sex offenders who may score lower on the risk instrument but are considered violent offenders.**

Oklahoma County was selected as the target geographic area because it leads all 77 Oklahoma counties in index crime rate (77.81 index crimes per 1,000 in population per 2000 Uniform Crime Report) and second highest incarceration rate (300 per 100,000 in 1999). As the county with the highest index crime rate and the second highest incarceration rate in a state, Oklahoma, that ranks fourth highest in the nation in incarceration rate, the geographic target

is consistent with research findings that the most effective programs target the highest risk areas.

While all offenders returning to Oklahoma County will be assessed for possible inclusion in the program, the target population selected will only include those scoring high-risk on the Level of Service Inventory, Revised (LSI-R) which will be the predominate instrument used for program screening and planning. Within the higher risk youth offenders identified in the assessment process, the partners have agreed to place emphasis on three areas where coordinated efforts are most lacking. One area relates to offenders discharging directly to the community without a requirement of any period of community supervision on parole or probation by the Department of Corrections. The second target area will focus on those with at least 50% scores in three of the following LSI-R domains: employment/education, substance abuse, emotional, attitude, companions, and accommodations. The final target within that group will be those offenders who have received services while incarcerated that require aftercare to continue progressing toward becoming productive, responsible, law-abiding citizens.

All those offenders released from targeted institutions will have on file a current reentry plan based on, at least, the LSI-R, ASUS and TABE instruments. The table presented below uses data from calendar year 1999 receptions to project subsequent annual releases of Department of Corrections' offenders below the age of 35 who would be in need of reentry services in Oklahoma county. The projection assumes the current release rate will continue. Releases are a projection based upon the percentage of offenders sentenced from Oklahoma county in calendar year 1999. Application of that rate postulates that offenders will be returning to their

sentencing county. The chart below indicates the number of offenders 35 and under who would be released annually to Oklahoma County using those projections.

	Receptions 1999	Percentage	Releases 2000 (35and under)
Oklahoma County	2097	28.8	1065*
Total Statewide	7279	100%	3698**

*Projection based on calendar year 1999 percentage of total releases during 2000.

**Number of releases 35 and under during 2000. Represent 56.1% of all releases.

Statewide releases are split evenly between those released with no supervision by Department of Corrections (47.5% in FY01) and those supervised on either parole or probation portion of a split sentence (52.5% in FY01). Actual releases to supervision for Oklahoma County aged 35 and under were 665 during FY-01. Based on the statewide average, there would have been 601 discharges without supervision of 35 and under offenders to Oklahoma County in FY-01. Previous Oklahoma Department of Corrections Community Sentencing studies have indicated that 16.35% of offenders sentenced to incarceration were assessed high-risk on the LSI-R. Recent receptions from Oklahoma County show 22% of the offenders received from Oklahoma County scored high-risk on the LSI-R. Based on these projections estimated annual releases of high-risk offenders to Oklahoma County who will be targeted for services would be 175 to 235 per year.

4. Organizational Capacity and Key Decision Makers

The Oklahoma Department of Corrections has been involved with focused efforts based on ‘what works’ for the past several years. The Department of Corrections has included substance

abuse treatment providers in workshops related to effective interventions for the correctional client for the past four years. Based on experience with the “what works” approach to programs, a six-month planning phase will be utilized to further design and streamline the last two project phases prior to full implementation.

The partners agree that offender assessment is the foundation of successful programs. The State of Oklahoma is in the unique position of having implemented at the pre-incarceration stage of criminal proceedings, a local community sentencing program which has a statutory requirement that the LSI-R be used as the assessment instrument for admission. The Oklahoma Department of Corrections has only conducted the LSI-R prior to reception for those sentenced since enactment of community sentencing legislation in March 2000. While the Oklahoma Department of Corrections has also initiated use of the LSI-R as part of the reception process at Lexington Assessment and Reception Center, there remain many young offenders who have not been assessed. Completion of assessments on those offenders who might be released to Oklahoma County during the next three years is a priority. Since the LSI-R is already in use in front-end programs as the tool outlining the plan to address criminogenic needs of offenders, this element of planning will proceed from inception of the planning period. The PROTECT project builds upon relationships already established through related projects as well as projects that will continue to contribute to this focused project. The Oklahoma Department of Corrections and Department of Mental Health and Substance Abuse Services are already partnered through two interagency agreements. Under a Residential Substance Abuse Treatment agreement, DMHSAS provides treatment services at several correctional facilities that will be release points under project PROTECT. At the locations, the reentry plan

for young offenders will be a part of future release preparation activities. The agencies also have an interagency agreement involving the Special Population Treatment Unit of DMHSAS which provides some institutional treatment, assessments at Lexington Assessment and Reception Center and as well as community- based services to probationers and parolees. These agreements will be leveraged to insure the appropriate substance abuse aftercare under the PROTECT.

The Oklahoma Department of Corrections and Oklahoma Department of Career and Technology Education (ODCTE) are partners in three agreements which will also provide services appropriate for this program. Oklahoma Skills Center of ODCTE operate Apprenticeship programs at two community corrections centers with supporting funding through RSAT grant funds and US Department of Education grant funds under Workplace and Community Transition Training for Incarcerated Youth Offenders. The later program also supports interlocal government agreements with thirteen Oklahoma colleges and universities which are involved in delivery of post-secondary education to young offenders at Department of Corrections institutions. Anticipating implementation of the PROTECT program, approval has been received from the Office of Correctional Education to amend this grant to allow transitional funding during the first year of release for those young offenders where continued post secondary vocational training or college courses meet developed criteria.

Demonstrating a high level of commitment to partnering, the Oklahoma Department of Career and Technology Education, Skills Centers School System (SCSS) has integrated internal and external components into it's own reentry plan currently in effect in some correctional center skills training programs. The process begins with an Individual Service Strategy, a reentry

plan, for each student based upon assessment, data collection and interview. The needs of each student in the areas of life and employment skills to successfully obtain and retain gainful employment and become productive community members upon completion of the program and discharge/parole are identified. Institutional Skills Center Team Members then systematically address each need at the appropriate time. This process begins upon entry into the program. Development of a system-wide reentry plan will expand SCSS capabilities to partner.

A Reentry Specialist, external component of this system, is currently offices at the Oklahoma Employment Security Commission's local One-Stop Center located in downtown Oklahoma City, Oklahoma. Forming a working relationship with the offender in advance of discharge is an integral part of this process success.

An Industry Liaison, another external component of this system, is currently co-located with the Associated General Contractors of Oklahoma (AGC). AGC is a trade organization, which has as members some of the most successful commercial construction corporations in Oklahoma. The Industry Liaison is tasked with identifying future trends in the industry. Based on this information ODCTE/SCSS has been able to shift training according to employment trends and to connect offenders that complete the program to careers within the industry. One strategy used for achieving this connection is through the use of electronic portfolios and interviews that take place via a video conferencing connection between potential employers and soon-to-be graduates of ODCTE/SCSS programs. This two-way conferencing is located both within AGC's Oklahoma City office and at correctional locations.

The State Department of Education and Oklahoma Department of Corrections currently have long established partnerships through pass-through grants which address under Adult

Education and Title 1 Programs for Neglected and Delinquent Children. Improved information sharing in advance of release will provide the most recent assessments of educational skills to Oklahoma County-based lifelong Adult Education programs prior to release in order that young offenders can begin programs immediately upon release.

The State Department of Human Services, Department of Corrections, faith-based organizations, the State Health Department and other partners have been involved in recent collaborations regarding child support issues for incarcerated fathers. These collaborations continue toward a possible grant request under the Fatherhood Initiative that is related to a segment of the target population.

This collaboration will target incarcerated fathers releasing to Oklahoma County with emphasis on the offender's children. This project would also begin during incarceration and focus on responsible fatherhood issues including child support, visitation, parenting education, family counseling mentoring and mediation. In addition, this initiative will also address employment, housing, medical and mental health issues for the offender and his family.

Oklahoma Department of Corrections led a collaboration on a planning grant from the US Department of Justice for Comprehensive Approaches to the Sex Offender Supervision which has recently concluded, and recently coordinated collaboration resulting in an implementation grant which will include services related to sex offenders returning to Oklahoma County.

Through the ODOC Offender Management System (OMS) all partner agencies will have access to the Reentry Plan. In this way the service provider will have access to all assessment instruments applicable to their particular area to modify as the offender progresses. The uniform rewards and punishers will be noted in the OMS to enable entry when a reinforcer is

applied. Also, all progress towards the offender's treatment plan will be entered for tracking purposes to ensure the offender is receiving all necessary services and for evaluation purposes. Additionally, appropriate systems for sharing of information among Department of Corrections OMS, Department of Mental Health ISIS system, and Oklahoma Employment Security systems are targeted as part of the grant. This process, which will be sensitive to information sharing issues among agencies and will be defined by an interagency agreement to insure availability of all required data for national reporting.

The decision-makers are the representatives of the agencies that comprise the Steering Committee. This group will meet regularly to evaluate the progress, to provide direction to the DOC coordinators and to decide on directional changes.

The DOC will take the active monitoring role by collecting process information and the data necessary to determine the progress each offender is making, the efforts made by each partner and the overall effectiveness that results because of this project.

Crime victims are represented by the Victim Services Unit of the DOC. According to their particular level of involvement and their desire to know, victims can obtain notification and information from Victim Services regarding the progress of a particular offender.

5. Phases of Operation

5.1 Phase One-Protect and Prepare: Institutionally Based Programs

The point of entry for all inmates entering the adult corrections system in Oklahoma is the Lexington Assessment and Reception Center (LARC). It is the belief and practice of the Oklahoma Department of Corrections that reentry begins at point of entry into the Department

of Corrections. Towards this practice, a coordinated assessment team has been trained and is currently targeting offender needs and risk at the point of entry. This multidisciplinary team will be using several assessment tools towards those ends.

The assessment tools at point of entry will include the **Level of Service Inventory revised (LSI-R)**, the **Adult Substance Use Survey (ASUS)**, **Multidimensional Addictions and Personality Profile (MAPP)** (measures frequency of substance abuse), the **TABE** (an educational screen), the **Pride and Delinquency/Criminal Sentiments Scale** (criminal attitude inventory), **Static 99**(sexual offender assessment) and **Hare** (psychopathy).

The assessment of criminogenic needs has progressed over the past decade, moving from reliance on first generation (clinical) evaluation to third generation techniques, which incorporate the assessment of dynamic items within actuarial tools (Bonta, 1996). This approach allows for systematic re-assessment, capable of monitoring change over time, that contributes important information regarding supervision and more importantly, treatment, needs (Andrews & Bonta, 1994; Andrews et al., 1990; Bonta, 1996; Gendreau, Cullen, & Bonta, 1994; Motiuk, 1996a).

The purpose of the LARC assessments will be to screen and triage the incoming offenders in order to classify and place the inmate according to need instead of pathology or only a security consideration. This represents a radical shift in the ability to share information across systems as well; if the focus is on client need and service need instead of pathology, it will enable our management information systems to exchange needed information without stigmatizing the clients.

Not all inmates will receive the assessments mentioned above. Inmates will be triaged according to the subgroup domains identified on the **LSI-R** and **ASUS**.

An additional sexual offender and substance abuse domain is also included in this process.

Twelve subgroups are being screened at LARC. The triaged subgroups are **Criminal History and Behavior, Financial, Accommodation, Companions, Emotional/Personal, Education/Employment, Family/Marital, Leisure/Recreation, Alcohol/Drug, Attitude/Orientation, Sexual Offender, and Psychopathy.**

Subsequent to the assessment, a case plan is developed that addresses the identified criminogenic needs.

Since 1999, the Oklahoma Department of Corrections has been making significant changes in institutional programming based on “what works” research. Through use of the Corrections Programs Assessment Instrument (CPAI) each ODOC treatment program for inmates has been evaluated with feedback and additional training provided to treatment providers and correctional staff. With the use of this tool as a process measure, the ODOC has developed and implemented program standards that ensure inmate’s needs are addressed and qualified staff utilizes effective interventions. Therefore, incarceration programming is designed to address as many of the above-listed factors as possible prior to movement to Phase Two, which begins 90 days prior to release. The partners have several interagency agreements and leverage multiple funding sources for these programs which are already in place.

The complete transition team includes not only the transition workers that would be hired but an additional transition worker from the Department of Career and Technology Education as well as a full time Department of Correction equivalent using

halftime dedicated reentry coordinators-one institutional coordinator and one community based coordinator.

Team members coordinate those joint review of applicants based upon needs identified using the LSI and matching to the community based transition worker so that the most appropriate transition worker is linked to that potential releasee and transitional contact begins 90 days prior to reentry into the community.

The transition team will work closely through the coordination of the DOC transition coordinators. Prior to the offender's release from an institution, each case manager will be involved as a team member along with the offender and the transition worker. While this group will be the primary team during the institutional transition, also included may be a treatment counselor, correctional education teacher, vocational instructor, or faith-based volunteer who has been working closely with the incarcerated offender. The team coordination begins with the institutional case manager's notification to the transition coordinator of an offender eligible for the program. The transition coordinator will then match the eligible offender to the appropriate transition worker based on the needs of the offenders and the workload of the transition worker. The transition worker will then go to the institution to meet with the case manager, the offender and any other appropriate staff member working with the offender.

Victim Services is a unit within the Department of Corrections. The purpose of the Victim Services program is to appropriately address all requests from crime victims/survivors, their families and concerned public. Victim services serves as the central

source of information for those parties. Victim services are focused and aligned around doing all that is possible to reduce the likelihood that the victim, family or community will be harmed. They represent the victims and survivors in the community so that concerns are heard and considered. Victim Services ensure the victim in the community is provided information about the offender to help keep them safe from further harm.

5.2 Phase Two-Control and Restore: Community-Based Transition

The partners will continue to seek methods which will add to the formal authority including legislation for possible reentry court and the expanded use of parole to eliminate the currently projected high number of program participants who are released without legally available sanctions for violating the reentry plan. The reentry authority controls currently will be limited to the projected 50% of release with parole or court imposed conditions as part of split sentences.

The reentry plan is initiated at reception into the Department of Corrections, with attempted timing of completing Phase I programs, training, with final release planning beginning a year prior to the anticipated return to the community. The 90-day time frame is the point where institutional in-reach, transition worker identification and actual contact in the institution occur. DOC case managers in all facilities will identify those offenders who plan to locate in the Oklahoma County area 90 days before their release dates. The case manager will contact the reentry transition coordinator who will determine which reentry service site in Oklahoma County will best meet the needs of the offender. The transition coordinator will then contact the transition worker at the designated site to forward the name and location of the soon- to-be- released offender and to identify the contact person

at the facility where the offender is housed. The transition worker, the offender and case manager will develop the offender's reentry plan. If the offender's projected release is to the probation part of a split sentence or to parole, the reentry coordinator will identify the probation and parole officer who will be part of the team that works with the offender to develop the reentry plan. Probation and parole officers supervising offenders who release to this program will have received appropriate specialized training

The final reentry plan will be developed no later than 30 days prior to the offender's projected release date. This plan will include where the offender will reside, who will pick up the offender on the day of release, and, for continuity of treatment and services, where the offender will report the day of release.

The transition worker may be the person that picks up the offender upon release and takes the offender to the required services. This person will have daily contact with the offender for approximately one month, until the offender appears to be stable in his/her employment, family situation, housing, transportation, leisure activities and aftercare services.

The transition worker will ensure that each agency working with the offender is able to access and be accessed by the Offender Management System, and understands its use and importance.

Through the Offender Management System, the transition worker monitors the activities of the offender to ensure that he/she is following every aspect of the plan. If a report of a problem is received from an agency working with the offender, the transition worker will follow up with the offender immediately to determine if an adjustment is needed or if problems have arisen in the offender's life. Phase Two may continue for up to 90 days.

Further development of Phase Two will occur during the planning period. At this point it is anticipated that Oklahoma Department of Corrections will be requesting technical assistance through National Institute of Corrections *Managing the Transition from Prison to Community* technical assistance project. The exact nature of the request will be dependent on the results of action on SB1517 , authorizing legislation for Reentry Courts, currently pending in the

Oklahoma legislature. It is the desire of the partners to reduce the level of releases with no Department of Corrections supervision in conjunction with the Pardon and Parole Board.

5.3 Phase Three-Responsibility and Productivity: Community-Based, Long-Term Support

While the offender is enrolled in the appropriate primary or aftercare program to meet his/her criminogenic needs, the transition worker will monitor the offender's participation in the long-term primary and aftercare portions of the reentry plan. The monitoring will be increased to intensive contact during the 6th month and 12th month of release. Agencies that continue contact with the offender will continue to document contacts and progress/problems through a minimum of 3 years post release. **A workload point system is being developed in order to maintain a manageable load for each transition worker. The workload will take into consideration the levels of need of the offenders and the number of high need offenders the transition worker has on a case load. The point system will take into consideration the level of security from which the offender is released, the offender's participation in recommended programs during incarceration and the time in the community since the offender has released. Also to be considered are offenders with short sentences who move through the system quickly or the offenders who are released on parole or commutation for whom a normal transition time is not possible. A transition worker may have a larger caseload of offenders who have fewer needs to be met and who have been doing well in the community for a longer time.**

It is anticipated that transition worker caseloads will grow to 40-60 by the end of year one. Those workers will be the primary coordinator of services only for the year period.

Continued monitoring of offender self sufficiency progress will be provided by Department of Corrections probation and parole staff where supervision is part of the plan and through faith based partners for those who have completed formal supervision requirements.

Service Delivery Systems

Through the transition worker's "in-reach" work, defined as being actively involved with the offender prior to release and working mutually on the community case plan/re-entry plan, service delivery will be seamless from the institution to the community. The transition worker will assume case management responsibilities from the correctional case manager and continue with these services through the first year of release. By utilizing the wraparound case management style, each of an offender's needs will be addressed and monitored. In this way, case management services are increased from the current services delivered. Currently, offenders discharging receive uncoordinated individual services rather than a process of multi-dimensional services necessary to succeed.

By utilizing the existing one-stop sites located in Oklahoma County, the organizational structure is simply enhanced. Existing staff at these locations along with the transition workers will undergo an intensive cross-training of each organization involved with reentry, so that the structure of each agency is understood. This will enhance the ability for the workers to be the most efficient in their interaction with each other. In addition, training will be conducted in order to teach new concepts based on "best practices" of each area to ensure all staff associated with the project utilizes the most effective interventions in their efforts with

offenders. The staff from each partnering agency will be trained on the Department of Correction's assessment instrument for risk and needs, and have access to any assessment results related to the service provided as authorized by the offender. The transition worker will have access to the case plan implemented during incarceration and will utilize this plan to develop a re-entry plan with the offender prior to the release date.

The objective assessment instruments utilized in Phase One will direct treatment, educational and vocational skills and criminal attitudes. The transition worker, correctional case manager and the offender will complete this assessment of basic needs and review further treatment/educational needs and develop a plan for release. At Phase Two, an evaluation of the offender's status in regard to housing, employment, family relations, etc. will be determined and sent to the reentry coordinators.

Wraparound case management are services provided to individuals and families to enhance, supplement, and support treatment services. They are an essential adjunct to treatment and are often a key to successful outcomes, although they are not usually considered treatment services. Wraparound services that contribute to positive outcomes include:

- Primary health care
- Screening and referral for HIV disease, tuberculosis (TB), and other infectious diseases
- Mental health services
- Legal aid
- Vocational training
- Education services
- Supportive living arrangements
- Domestic violence services
- Financial assistance
- Liaison services with Immigration and Naturalization services
- Other social services

The plan to assist in this form of case management will address each area that the offender requires. Each plan will be individualized to that particular offender with input from the offender.

The reentry transition coordinator will be familiar with the resources of each unique one-stop shop in order to properly match the offender with the appropriate transition worker. Through the Department of Correction's offender management system each transition worker will have communication from each agency working with the offender. If issues arise with an the offender at a location that is unable to deal with that particular need, the agency will note those issues on OMS in order that the transition worker can address this need immediately. This effective system of an exchange of information regarding the offender's current activities will ensure that continuity of services will be achieved.

Offenders released to the Division of Probation and Parole/Community Sentencing who have been ordered to complete community service or provide restitution to the victim or community will be required to do so. Probation and parole officers currently enforce sentence requirements in the community including community service and restitution requirements for those offenders released on probation or parole.

In addition to the role of the probation and parole officers, the supervision of the offenders in the target group will be greatly enhanced with assistance of community service providers and grant-provided transition workers. These additional resources will greatly assist in providing meaningful completion of these requirements as well as a team approach in monitoring offender compliance.

The educational requirements that are addressed in the institutional phase will extend directly to the community upon the offender's release. Offenders with educational deficits will be required to participate in education classes to address their needs while incarcerated. Those who do not complete a GED or high school diploma during commitment will be assigned to the Adult Basic Education program in the Oklahoma County area that will best meet his/her needs.

Educational needs and referral to appropriate education programs in the community will be coordinated by the transition worker, the offender's institutional case manager and representatives from the institutional education unit prior to the offender's release. If the offender is in need of special education services, vocational rehabilitation, or any other special provisions, these needs will be taken into account when placement in community programs occur.

The Oklahoma Department of Corrections Education Unit will forward the most recent scores on the Test for Adult Basic Education (TABE) for the offender at the prison to the designated ABE program.

Housing issues for offenders will be determined at the beginning of Phase II when the transition worker, offender and correctional case manager meet. If it is determined that the offender has no prospects for adequate housing that will support a successful re-entry, housing application will begin. Notification to OKC Housing Authority will begin the process of reserving a unit at a housing complex. Cost for the unit will be based upon the offender's income. Those with no income will receive the apartments and utility voucher from the OKC Housing Authority. Those clients with income, either upon release or once a job is secured, will be charged a percentage of their gross income for the rent of the apartment. Job training and placement will be conducted through the Career Tech and Workforce

Development locations with their connections to the local industries and the Oklahoma Employment Security Commission. The Career Tech Reentry Specialist located at the Office

of Workforce Development will begin to make connections with state agencies within the Office of Workforce Development to make plans to address identified support needs that will arise upon discharge from prison before the student completes the skills training program.

Initially, temporary job placement may be required with more permanent placement and/or job training as a long-term goal. Career Tech and the Reentry sites will work together to meet the immediate employment needs of the offenders. Some of the goals for immediate job placement will include setting up work partnerships within Oklahoma County, safety and on-the job training, and the organization and operation of on-going public and private sector work crews.

The Workforce Development Centers' web site allows clients to access job listings in the state for openings entered by employers. This resource provides job announcements from employers such as Tinker Air Force Base, manufacturers, assembly lines, and health professions, and is tied into America's Job Bank, a nationwide web site with job listings over the nation.

On-site recruitment is also provided by employers at the Centers, in addition to specialized job fairs at various sites in the area. The average entry wage for all clients, including ex-offenders is \$7.25 per hour.

The centers also provide job training and retraining. If the client has had jobs in high-demand occupations, jobs are readily available; however, if clients are trained in obsolete occupations or have a need for an upgrade, they are eligible for retraining and can receive funding from WIA training accounts at community colleges and Career Tech Centers. Companion apprenticeships are also available as well as on-the job training.

Community substance services will be identified to offenders' leaving the correctional institution; however, in most cases, the offender will have received primary substance abuse

treatment while incarcerated. The institutional substance abuse counselor working through DMHSAS, will contact the treatment agency partner in the community to establish an aftercare plan for the offender with the assistance of the substance abuse/mental health transition worker. In the event that the offender received no primary treatment while incarcerated, the transition worker will contact the partner substance abuse agency prior to the offender's release from the institution to enroll the offender in primary community treatment. If the offender is unable to pay for treatment initially, the SPTU funds will be utilized to ensure treatment is afforded to the offender.

Mental health services will be continued from the institution into the community through the specialized transition worker (substance abuse /mental health transition worker). Those offenders identified with a mental health classification indicating they are developmentally disabled and/or have significant cognitive deficits will require special housing arrangements and special intensive treatment. Those classified with a history of co-cycling or consistent non-compliance with prescribed treatment will also require special housing and treatment needs. The final targeted mental health offenders are those classified with severe mental illness who are a danger to themselves or others, or are grossly impaired in ability to care for themselves. These offenders require 24-hour medical monitoring. The specialized transition worker will work with partner agencies such as the Department of Rehabilitative Services, to place these special needs offenders.

Bus passes will be provided to clients with transportation needs through the transition workers and monitored by the re-entry transition coordinator. The passes are for a 30-day period. The partnership will provide a broad base of temporary and long-term support services that will focus on not only the individual offender, but will also address the needs of the offender's

family. The partners are aware that application for family assistance is often a lengthy process, and that the success of the offender is often integrated with the needs of the family. Therefore, attention to the needs of the offender's family will also be included in the grant services.

The involvement of the ODOC in the DHS Fatherhood Initiative has included discussion regarding Child Support Services and TANF or Food Stamps. These two agencies are committed to begin the arrangements for child support payments and the applications for TANF and Food Stamps for offenders and their families in advance of the offender's release. These efforts will run parallel with the offender's employment, education and training needs.

In addition, Legal Aid services will be available to assist with disputes regarding child support issues, with mediation services available through faith-based groups. Community Family counseling and parenting programs will also be available for offenders and their families. Faith-based providers will also assist with facilitation of visitation for offenders and their children.

The offender with a chronic disease or tuberculosis is provided a month's supply of medication and referred to Oklahoma County Health Department. Offenders treated for HIV are referred to an AIDS care coordinator of Oklahoma County. Housing is arranged and physician is contacted by the coordinator for the offender, Meetings are currently ongoing with ODOC medical staff and the Oklahoma Department of Health to expand upon the current services to include applications for Social Security and VA benefits for qualified offenders prior to release. The transition from medical care in the prison system to medical services in the community will be a responsibility of the transition worker. Contact will be made with the ODOC medical staff and a release of information will be obtained from the offender that meets federal guidelines to transfer medical records to a community health center.

The transition worker can then set up an appointment and even transport the offender to the appointment if necessary to insure that medical needs are met and needed medication is obtained.

6. Project Management

A Re-Entry Steering committee was established in the ODOC in the fall of 2000. In the past two years it has expanded outside of ODOC staff primarily to members of state and social service agencies that provide services to common clientele, the correctional client or the family of the correctional client. Through this original steering committee the PROTECT Steering Committee has developed. As indicated, this group is comprised of representatives from the state partner agencies, participating community agencies and faith-based groups. This group has agreed to provide guidance in the continuing effort to have an effective program for the re-entry of offenders. While the state agency partners naturally joined the process, the faith-based component came to the group in a different manner. In the winter of 2001, the ODOC established a faith-based re-entry committee chaired by an active prison ministry leader. This prison ministry leader joined the Re-Entry Steering committee to represent and assist the committee in organizing the faith-based community in the direction of providing services not only in the prison but continuing the services upon release into the community.

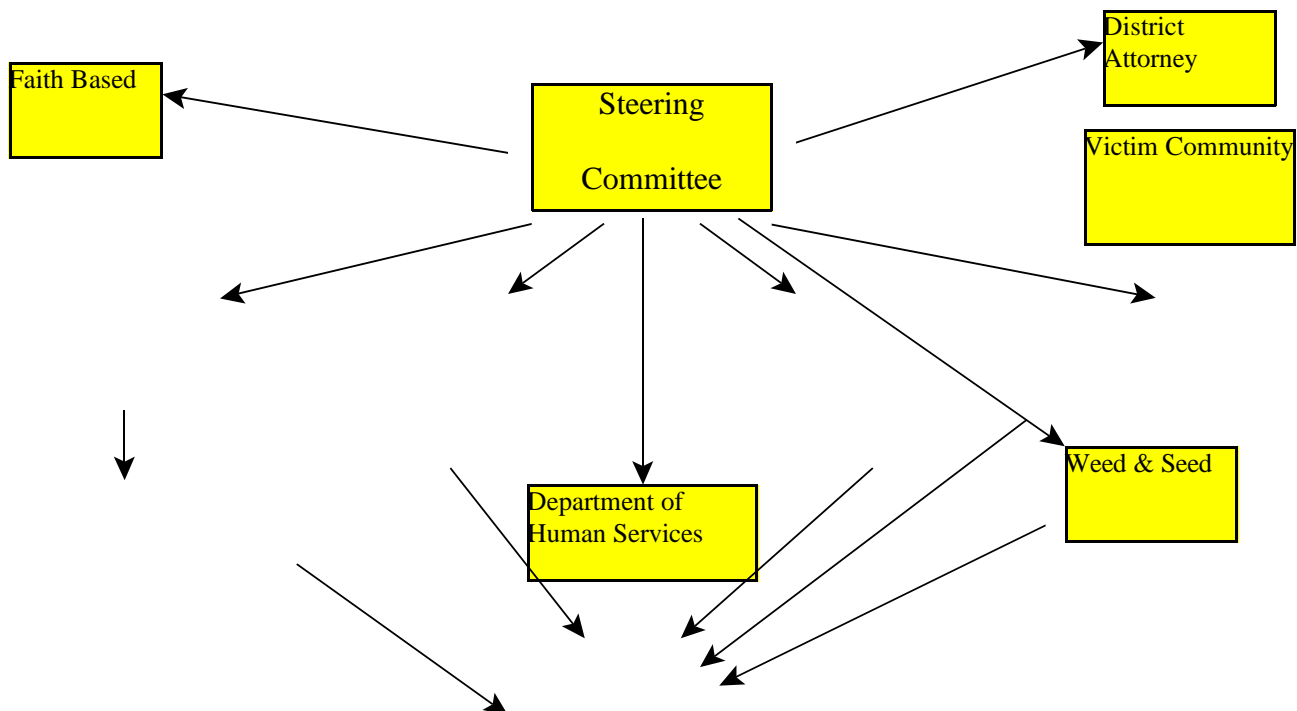
During the six-month planning period of Phase Two and Phase Three of this grant, the PROTECT Steering Committee will be instrumental in further establishing cross-section protocols, ODOC procedures, assisting in modifications to the OMS to ensure all agencies can access and to assist in the cross training of all participating staff.

The PROTECT STEERING COMMITTEE is made up of leaders of the various agencies participating in the project. The members of this committee represent Workforce Investment sites, Corrections, Weed and Seed, Mental Health and Substance

HUD and Vocational Technical and Education. This body will serve as an on-going oversight, problem-solving and decision-making committee throughout the term of the project. The members in this committee are able to adjust agency policy and seek appropriate state and federal resolution of conflicts beyond their areas of authority. The Steering Committee meets at least twice annually.

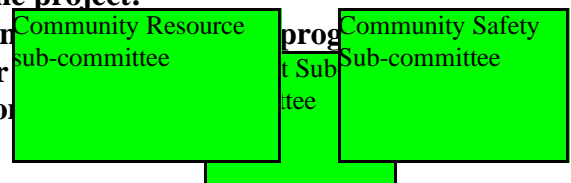
PROTECT

Organizational Plan



Sub-committees are responsible for planning and implementing the project activities and submitting reports to the steering committee. The following are sub-committees designed to address the various areas covered by the project:

- The Institutional sub-committee insures that offender activities are completed by offenders during their activities are identified and referred to the Transition Coordinator.



- The Operations sub-committee coordinates the activities of the transition team. These responsibilities include training of transition staff, assigning offenders to a specific team 6 months prior to release and monitoring the activities of the team members in regard to the progress of the offender.
- The Employment sub-committee is responsible for the agencies involved with offenders' career plans. These include vocational training issues, educational issues related to the ability to become employed, and any re-training due to disability.
- The Community Resource sub-committee is responsible for identifying available resources in the county for offenders and their families, and removing the barriers to receiving services. These system barriers include access to health care, mental health care, substance abuse treatment, housing, family unification and counseling referrals for the offender and the offender's family.
- The Community Safety sub-committee is responsible for victim advocacy, providing information to the community, and involving law enforcement.
- The Support sub-committee insures that mentors, aftercare treatment is available, and that the faith-based community and marriage and fatherhood initiatives are addressed.

Chairpersons of the sub-committees are:

Institutional.....DOC Program Administrator
Operational.....DOC Institutional Transition coordinator
Community Resource.....Weed and Seed
Employment-.....Career Connection/Workforce OK
Community Safety.....DOC Community Transition Coordinator
Support-..... Faith-Based Representative

Sub-committees will interface with other sub-committees to solve common problems and share information regarding the project. The sub-committees will meet at least monthly.

The Oklahoma Department of Corrections has committed to conduct Phase One of this project utilizing existing staff, funds, and Special Program Treatment Unit funding through the Oklahoma Department of Mental Health and Substance Abuse Services. Phase Two coordination will be conducted by ODOC staff. The case management in Phase Two and Phase Three will utilize existing staff of the Workforce OK One Stop sites with the assistance of the transition workers provided with grant funding. The position of transition worker was one gap that the partners agreed existed within the current system. The ODMHSAS will also

receive a grant-supported transition worker to assist in the case management functions of those offenders receiving treatment through contributed and contracted services.

The PROTECT management plan will consist of coordination for Phase One and the institutional “in-reach” activities of transition portion of the project by the ODOC Programs Unit. A Reentry Transition Coordinator position to manage the coordination of these responsibilities will be located in the Programs Unit of the ODOC.

The ODOC Division of Probation and Parole will coordinate the “outreach” portion of the transition to the community, and the community activities and programs of Phase Two and Phase Three. A staff position to manage the coordination of these responsibilities will be located at the Probation and Parole/Community Supervision office.

The two Workforce Oklahoma directors in Oklahoma City and the Weed and Seed coordinator will provide management for the activities related to the PROTECT at their sites and will provide supervision and offices at each of these three locations for the transition workers.

The transition workers will travel to institutional sites to meet with offenders, facility case managers and other correctional staff who may have input regarding the needs of an offender. Transition workers, under the management of the site directors and coordination of designated ODOC staff, will manage the offender’s program participation, provide ongoing review and evaluation of the reentry plan and establish long-term community-based aftercare, mentoring and support.

The ODOC currently has a Management Information System that is web-based with the ability to allow access at various levels (view only or entry) in order to maintain the security of its information. With certain modifications to this system, offenders in the program will be

identified and referred to the appropriate service site. Assessment information will be shared between partners, treatment and case management will be monitored, and all offenders will be tracked for evaluation purposes. Modifications will include those necessary for national evaluation and federal reporting requirements.

The Steering Committee consisting of the signatory partners will provide oversight of the actual implementation team which includes the transition workers plus one institutional based and one community based Department of Corrections coordinator. Those coordinators in conjunction with the grants manager provided by the Department of Corrections will be responsible for regular reporting of progress to meetings of the Steering Committee which includes signatory partners or their designated representative. Semi-annual Steering committee review meetings are anticipated.

Evaluation

Oklahoma will plan to comply with the yet unspecified Evaluation and Documentation requirements for the grant. While compliance is limited at this time by the data management systems currently utilized within the state by the involved agencies, the partnership is committed to working with the federal partners and the evaluator to design and conduct a model evaluation of the project. The collection, sharing and monitoring of reentry data in order to track, control and compare populations is central to the PROTECT goals.

Once the study design and methodology of the evaluation effort has been defined and the opportunity is available to combine efforts with federal partners and the evaluator, it will be possible to specify the extent of compliance. PROTECT fully intends to comply with all grant

and GPRA requirements for documentation of the implementation process, the types of resources involved, and the levels and types of contact with adult, serious offenders.